



Assessment Report
Lakeland (FL) Police Department
2013



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Assessment Report
April 8-11, 2013**

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A. Agency name, CEO and AM

Lakeland (FL) Police Department
219 North Massachusetts Avenue
Lakeland, FL 33801

Lisa Womack, Chief of Police
Judy Gershkowitz Accreditation Manager

B. Dates of the On-Site Assessment:

April 8-11, 2013

C. Assessment Team:

1. Team Leader: James D. Fox
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3. Team Member: Lieutenant Rae Ferguson, Retired
Asheville Police Department
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D. CALEA Program Manager and Type of On-site:

Program Manager: Steve Mitchell
Initial accreditation, D size agency (343 full time employees, 226 sworn and 117 non-sworn)
5th edition Law Enforcement Advanced Accreditation
The agency had an initial assessment using PowerDMS.

E. Community and Agency Profile:

1. Community profile

Lakeland is located in Polk County in central Florida, between Orlando and Tampa. Incorporated in 1885, it has grown to a major City in Florida. The city is 74.76 square miles with a population of approximately 98,000 people. The median age is 38; median household income is \$44,010, and most people live in single family or duplex housing. The city serves as the winter home for the Detroit Tigers Major League Baseball Team and is also the headquarters for Publix Supermarkets, which is also the city's largest employer. Florida Southern College is also located in the city. Lakeland is consistently recognized by various publications as a top location in the country for business. With tourist attractions such as Disney World, Bush Gardens, Bok Tower and Legoland all within half an hour's drive, Lakeland is capitalizing on its surroundings and produces 25% of the nation's citrus. Both the Florida Department of Citrus and Florida Citrus Mutual are located in Lakeland.

Lakeland is governed under a commission manager plan. The commission consists of seven members including a mayor. Two commissioners and the mayor are elected at large; the remainder is elected by district.

2. Agency profile

The Lakeland Police Department is a full service police department with an authorized strength of 343 full time employees with 226 sworn officers. The agency is housed in a well-designed and updated police facility. The building design surrounded CALEA standards. The chief of police oversees three assistant chiefs, the Police General Counsel and the professional standards lieutenant. The public information officer also has a direct access to the chief's office. The Assistant Chiefs oversee Support Services, Investigative Services and Neighborhood Services. The accreditation manager reports to the lieutenant of Professional Standards. The department continues to grow under the welcomed leadership of Chief Womack. The agency recently opened a new training building at its training facility.

3. Demographics

The City of Lakeland has a population of 98,608, which is 63% Caucasian, 19% African-American, 15% Hispanic, and 3% other. The population has grown slightly over the last few years. The most noticeable growth was in the Hispanic category. Caucasians represent 70% of the available workforce and 75% of sworn officers. African-Americans are 14% of the workforce and 14% of the sworn force. Hispanics are 14% of the workforce and 11% of the sworn officers. There are two sworn American Indian officers listed in the other category. The agency has 33 female officers which represents 14% of sworn officers. The agency has a well formulated recruitment plan in place and it is evident from interviews and documentation that the agency works hard to maintain a qualified and diverse workforce.

The demographic composition of the service area and agency are represented in the following table:

Demographics Report

	2012 Service Population		2012 Available Workforce**		Current (2012) Sworn Officers		Current (2012) Female Sworn Officers		Prior Assessment (2007) Sworn Officers		Prior Assessment (2007) Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	62097	63	29474	70	164	75	25	11	190	81	28	12
African-American	19023	19	5895	14	30	14	5	2	28	12	4	2
Hispanic	14500	15	5895	14	24	11	3	1	15	6	2	1
Other	2988	3	842	2	2	0	0	0	2	1	0	0
Total	98608	100	42106	100	220	100	33	14	235	100	34	14

**American Community Survey – US Census Bureau

4. Future issues

Throughout the last several years the Lakeland Police Department has suffered through a flat budget. Although the agency is well funded, personnel complement growth has not coincided with the City's development. Lakeland is the City of choice for many special events; however each event places a strain on personnel required to police the events. Major growth is planned by a hospital, and the Florida Polytechnic University, which will impact policing needs. The potential for a commercial airline coming into the Lakeland Airport may impact services at the airport.

5. CEO biography

Chief Lisa Womack was sworn in as Chief of Police for the Lakeland Police Department on March 11, 2011. Prior to appointment as chief she served as interim assistant chief of police for the Arlington Police Department in Arlington, Texas. She also served as Chief of Police in Elgin, Illinois, from 2005-2010 and as Chief of Police in Sugar Land, Texas from 2004-2005. She worked her way up from officer to deputy chief in the Arlington Police Department from 1992-2004 and has served as the assistant to the City Manager for the City of Hurst, Texas.

Chief Womack is a Commissioner for the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). She has served on the Executive Committee or the International Association of Chiefs of Police (IACP) and has been on the Foundation Board for IACP. She is a member of the National Association of Women Law Enforcement Executives.

Chief Womack has a Bachelor of Science degree from Texas Woman's University and a Master's of Public Administration from the University of North Texas. She is also a graduate of the Senior Management Institute for Police.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The Public Information Session took place on Tuesday evening, April 9th, at the Lakeland City Hall in the Commission Chambers. In attendance were 33 community persons and 22 government employees, which included the City Manager, Mayor, three City Commissioners, the Chief of Police and staff members. Six speakers spoke from five to ten minutes. One speaker criticized that members of the agency used excessive force during his arrest and he felt that his complaint was not properly investigated. The team reviewed the investigation and determined that the incident was investigated. The remaining speakers' comments were all positive. Many speakers applauded Chief Womack and her leadership skills. One speaker commented regarding significant changes in the agency and the attitude of agency employees since Chief Womack has taken over the department. A representative of the Citizens Police Academy Alumni relayed positive comments about the agency. Many other Citizen Police Academy alumni were in the audience for support.

b. Telephone Contacts

The telephone session was held from 1:00 p.m. until 3:00 p.m. on Tuesday April 9th. Three phone calls were received. One caller was concerned about the agency and commented that he did not think the agency was deserving of accreditation. The caller inferred that agency members are incompetent, favoritism takes place and employees cannot talk about what is being printed in the *Ledger*, the local newspaper. The two remaining callers praised the department and stated employees were faithful and doing an excellent job. Both callers applauded Chief Womack and stated that she was doing a wonderful job.

c. Correspondence

One unfavorable letter was received. The writer was not pleased with the manner in which an officer had handled a situation involving her and her husband. She did not support the agency's accreditation and felt that young officers need additional training.

d. Media Interest

After the public hearing Clifford Parody, a reporter with The Ledger, interviewed the team leader regarding the accreditation process and the comments made during the public hearing.

e. Public Information Material

The department issued a news release announcing the on-site assessment to variety of radio, newspaper and television news agencies. Information was forwarded to on-line news sources and posted on the department's web-site and

Facebook. Public Information Material was also sent via Nixle and Twitter in March. The Public Notice was posted in the lobby of the police department and City Hall and a copy was sent to the City of Lakeland Communications Department for inclusion on Lakeland Government Network (LGN).

f. Community Outreach Contacts

An interview was conducted with Ryan Raiche, a reporter with Tampa ABC TV Action News. In the past, Mr. Raiche had problems obtaining information from the person handling media issues; however information release has significantly improved since Chief Womack's appointment. He relayed that the Lakeland Police is a professional agency with good quality officers. Mr. Raiche knows a number of the officers. He believed the agency is moving forward through the chief's leadership; and noticed increased visibility of agency members in the community.

Mr. Richard Derk, the Citizens Police Academy Alumni Association President, was very complimentary regarding the department. The Citizens Academy graduates raise money for the department. Monies raised primarily support the Canine Unit. Mr. Derk attended the Citizens Academy to better understand the department. Alumni are updated regularly on department occurrences. Graduation from the Citizen's Academy is a requirement to become a volunteer. Many graduates assist the department in a variety of ways. Mr. Derk rated officers as a five on a scale of five. His relationship with the department and the Citizen's Academy has been a positive experience.

Mr. Don Brown, the local President of the National Association of the Advancement of Colored People (NAACP), conveyed that Chief Womack was performing fabulous in spite of her short term thus far. He praised the Chief's engagement in monthly chats with the community and felt that the agency was open to hearing and addressing issues. He indicated that the relationship between the NAACP and the Lakeland Police was noble. He has received minimal complaints with department over the last few years. He reiterated that every agency can improve on things, the Lakeland Police is no exception to that premise; however from a global standpoint, the Lakeland Police Department was a respectable agency. Mr. Brown relayed that the agency does not currently require a Citizens Review Board; however future discussion may take place. Many officers know him; he has no issues with any officer. Chief Womack is fittingly leading the department and she can be approached to deal with any problem

The team leader met with the Board of Directors for the Chaplain's Foundation. Chaplains were very enthusiastic with the program. The chief and the department were praised for their efforts.

Ms. Kathleen Munson is the president of the Lakeland Chamber of Commerce. She has resided in the city for over 30 years. She praised the officers for exceptional service and a willingness to reach out to the community; stating that they are friendly and always helpful. She commented that Lakeland supports numerous special

events during the year; yet police department employees continue to be responsive and make event participants feel at ease. She holds Chief Womack in high regard and was thankful for her willingness to serve on the Board of the American Heart Association in Lakeland, as well as other community groups. She is particularly impressed with the *Chief Chats*, and was impressed on the frequency in which they occur. Ms. Munson is a strong supporter of the agency, and stated that it should be accredited.

G. Essential Services

All officers take an oath of office and all are educated in the Law Enforcement Code of Ethics. The quality of officers is excellent. The department is making significant changes to move the organization forward under the leadership of Chief Lisa Womack, who has only been with the agency for two years. All phases of the organization are under review and many changes have already taken place. A comprehensive review and rewrite of the agency's directives system took place since Chief Womack's appointment.

Agency policy authorizes only the amount of force reasonably necessary to accomplish lawful objectives. Use of force is reviewed based upon the totality of circumstances using an *objective reasonableness* standard. Lethal force is authorized by sworn officers when reasonably necessary to prevent imminent death or great bodily harm to himself/herself or another. The department issues all weapons. Comprehensive training programs are in place at the entry and in-service level. Officers qualify at least twice annually; sometimes up to four times a year. Training on use of lethal force and legal issues surrounding the use of lethal force takes place at least annually. An interview with the training commander verified that regular weapons training and use of force review along with legal updates regarding use of force issues takes place for all sworn members of the agency.

Less lethal training is conducted annually, exceeding standard requirement. The agency is well equipped and trained to handle all major issues facing law enforcement. Policy and procedure covers all legal mandates and authority, and outlines all rules of evidence, including search and seizure and arrest protocol.

Mutual aid is governed by state law. All law enforcement agencies in Polk County have a Mutual Aid agreement which was recently updated in 2013. The agreement is unique regarding arrest in other jurisdiction in the county. If an officer from Lakeland stops a vehicle for DWI across the City line in Polk County, the officer is required to freeze the scene and contact a Polk County Sheriff's Office deputy to process the arrest. Attorneys for the jurisdictions have been working many years to rectify that requirement in the agreement. It is evident that all jurisdictions in the surrounding area work closely together. The department has one contract with Polk County's School system covering Police Resource Officers.

A civilian police planner is responsible for research, preparing analytical reports, crime trend tracking, grant writing, strategic planning and preparing the multiyear plan. Annually by October 1, the department produces a comprehensive multi-year plan that includes long term goals and operational objectives, anticipated workload and population trends, anticipated personnel levels, anticipated capital improvements and equipment needs and provisions for review and revision as needed. The plan is reviewed on a quarterly basis. Chief Womack organized an off-site retreat to prepare the 2011-2014 plan. Agency goals include the reduction in crime, ethics, excellence, fiscal responsibility, partnerships and traffic safety.

The Fiscal Management supervisor is designated as the member responsible for the departments' fiscal management operations working with City Finance. The budget process is in compliance with procedures used by the City of Lakeland and involves four elements: preparation, adoption, execution, and post-audit. Agency directives delineate functional responsibility and specific timetables for each element of the process. Commander and supervisor in charge of each operational component are responsible for budget preparation. Guidelines are distributed by Fiscal Management to all components. The Fiscal Management supervisor consolidates all budget requests and assembles them into a comprehensive department budget, which is submitted to the City Manager. Purchasing and requisition procedures for equipment and supplies are established by the City of Lakeland. To ensure accountability, police department employees cannot deviate from City regulations. Cash funds include the cash register in records, petty cash in fiscal management and confidential fund monies maintained by the confidential fund custodian. All funds are audited annually by City Finance.

The agency's benefits package includes personal leave, vacation, retirement, health insurance and educational reimbursement. Annually, personnel can receive up to \$1,800 for educational reimbursement. City personnel on the City's health plan have access to an annual health assessment through the City's Medical Clinic. Employees may also utilize the clinic for various medical and the wellness program. The program was developed to reduce lost work time; reduce the cost of health insurance and improve employee health. The program has positively impacted health insurance costs.

Policy dictates collective bargaining in good faith. Sworn officers, sergeants and lieutenants are represented by the West Central Police Benevolent Association. Each rank has a separate collective bargaining unit and agreement. Collective bargaining team members for the City include the City Manager, the City Attorney, the Director of Finance, the Director of Human Resources, and the Chief of Police. Each may appoint a designee. An interview with union officers revealed their involvement with the selection process for Chief Womack. Representatives were pleased with her leadership skills and capabilities. Communication between the union and the chief are excellent; meetings take place regularly.

A formal reserve officer program is in place for less than full time officers. Candidates are required to complete recruit academy training and received certification from the State of Florida Criminal Justice Standards and Training Commission as a regular full-

time law enforcement officer. Reserve Officer I employees are fully certified and have the same authority as a full time police officer. A Reserve Officer I employee also receives certification from the Florida Criminal Justice Standards Training Commission. A Reserve Officer II derives law enforcement authority and powers only when functioning within the reasonable confines and the span of control of a fully certified law enforcement officer. Reserve Officers I and II are subject to the rules, regulations, policies and procedures of the Department. Required reserve officer in-service training is provided at the agency.

Volunteers, senior citizens, and law enforcement explorers compose the part-time, non-sworn civilian Auxiliary Program. Members act in a support capacity; financial compensation may or may not occur. The department also has a ride-along program and a student internship program.

The Chaplaincy Program is designed to make pastoral services readily available to department personnel, their families, and victimized individuals within the community. The Chaplaincy Program provides on-call spiritual guidance, counseling, consultation, and other forms of human crisis intervention to those in need. The goal is to provide trusted individuals with whom department personnel and citizens may confide or seek assistance.

The Crime Analysis Unit, headed by a sergeant, is responsible for the systematic process of collection, collation, analysis and dissemination of crime data which includes crime patterns, trends, or specific crimes that may involve a particular suspect. Crime analysis reports and summaries are disseminated to the chief, to various commanders and to all operational units. Crime Analysts publish daily and weekly reports on a regularly basis. Special request reports are also prepared on an as-needed basis. Reports include a daily significant events reports, daily crime analysis updates, weekly CrimeStat analysis reports and tactical crime analysis reports. The agency has CrimeStat meetings twice monthly, where emerging crime patterns or trends are discussed.

Bias Based Profiling

Bias-based profiling is prohibited during, but not limited to traffic contacts, field contacts, searches, seizures, asset seizure and forfeiture efforts. All members engaging in enforcement activities are trained in the prohibition against biased-based profiling. The agency thoroughly investigates all complaints of bias-based policing.

Policy regarding Bias-Based Policing prohibits any type of profiling practices. The Office of Professional Standards reports annually on the department's practices of Bias Based Profiling as they relate to traffic contacts, field contacts, and asset forfeiture. During 2012, various ways to enhance tracking traffic contacts encounters and document the statistical data were tested. Bias-Based profile training occurred in 2011 and 2012.

Traffic Warnings and Citations

Race/Sex	Warnings*	Citations**	Warnings*	Citations**
	2011		2012	
Caucasian/Male	NA	6620	NA	6121
Caucasian/Female	NA	5454	NA	4907
African-American/Male	NA	2375	NA	2381
African-American/Female	NA	2030	NA	1887
Hispanic/Male	NA	NA	NA	NA
Hispanic/Female	NA	NA	NA	NA
Asian/Male	NA	NA	NA	NA
Asian/Female	NA	NA	NA	NA
Other/Unknown/Male	NA	66	NA	101
Other/Unknown/Female	NA	26	NA	84
TOTAL	NA	16571	NA	15481

*Warnings were not tracked until January 2013

**Hispanic/Asian /Other not tracked until January 2013

Biased Based Profiling Complaints

Complaints from:	2011	2012
Traffic contacts	1	0
Field contacts	2	1
Asset Forfeiture	0	0

The department had three complaints in 2011; one was Not Sustained, one was Unfounded and one Exonerated. During 2012 the agency had one complaint that was Not Sustained. The Office of Professional Standards investigates all complaints regarding Bias-Based Policing.

Use of Force (1.3)

The agency switched to an Administrative Investigations Management (AIM) program, a paperless system for tracking and reporting Use of Force. Full use of the AIM system was implemented in 2012. Use of Force reporting requirements were subsequently increased to include handcuff and release, pointing of a weapon, soft empty hand control and a non-bite K-9 as reportable uses of force.

The (AIM) system was expanded to allow increased integration of data between Use of Force incidents, Administrative Investigations and the Early Intervention System. The method allows for the officer's immediate supervisor to complete an "AIM entry" and electronically "track" the status of the chain of command review. The system also allows for uploading and reviewing exhibits including event reports, supplements, photographs, in-car videos, taped statements and other miscellaneous paperwork. Efficiency of the review process has improved; supervisors have improved accessibility to employee information.

Use of Force

	2011	2012
Firearm	1	2
ECW	83	76
Baton	0	1
OC	17	9
Weaponless / Physical Force	54	136
Total Uses of Force	176	365
Total Use of Force Arrests	152	246
Complaints	12	1
Total Agency Custodial Arrests	5328	6459

During 2011, seven of 12 Use of Force complaints originated from an aggressive Street Crimes Unit over a two month period. Unit members were redeployed for staffing shortages; ultimately the Street Crimes Unit was changed to a Community Response Team.

Taser use decreased from 83 in 2011 to 76 in 2012. Baton and OC spray use declined from 2011 to 2012 since the Taser was issued. Weaponless physical force, defined as using hands as force, pain compliance, or taking the detainee to the ground, increased from 54 in 2011 to 136 in 2012. Three police involved shootings occurred during 2011 and 2012. Although Use of Force incident numbers increased during the reporting period, the increase was attributed to a significant change in the reporting system. Use of force arrests increased, total custodial arrest increased by 1131; however use of force complaints decreased.

Personnel Structure and Personnel Process (Chapters 21-35)

Grievances

The City of Lakeland is committed to fair and equitable treatment for all employees. Policy and procedure outline grievance handling and review for employees who feel subject to an adverse action or event. No grievances were filed during the last two years. Grievances from union members utilize procedures outlined in the contract agreement. The Union President attributed the lack of grievances to the open communications between the union and the chief of police.

Discipline

Policy ensures consistency with the manner in which corrective and disciplinary actions are administered. All members are subject to corrective action; sworn members are subject to provisions outlined in the collective bargaining agreement. All traditional methods of discipline are in place, including formal discipline, training, and counseling. Two other forms of nontraditional forms of discipline exist; a "written reminder" and an "education-based alternative to discipline program". A written reminder is a non-punitive component of the department's discipline system that may be used when the employee exhibits repeated non-compliance to department policies and procedures, or when

performance remains at an unacceptable level following counseling sessions, but does not warrant disciplinary action. Employees can participate in the "education-based alternative to discipline program" at the discretion of the chief. The program places emphasis on education, training and other creative development options specifically structured to remediate or eliminate deficiencies in employee behavior and/or performance.

Personnel Actions

	2011	2012
Suspension	8	1
Demotion	0	1
Resign In Lieu of Termination	2	3
Termination	1	0
Other	38	38
Total	49	43
Commendations	136	195

Other includes a "written reminder" and the "education-based alternative to discipline program"

The chart reflects that minimal formal discipline was required. Numerous commendations were rewarded and many other means for personnel actions take place in lieu of discipline, described in the narrative and outlined in the "other" category.

An early warning system is in place to recognize potential problems with employees and take action prior to an incident occurring. The AIM software program tracks and maintains internal affairs and discipline information. When employee actions consist of nine instances of defined "triggers", the program automatically sends an electronic notification for review.

Recruitment and Selection

Required training in various personnel matters and equal employment opportunity is mandatory for Members selected to participate in recruitment activities. The department adopts the City of Lakeland's Affirmative Action Plan for Equal Employment Opportunity and applies the plan to all departmental hiring. Recruitment activities are documented each month and outline recruitment functions. A comprehensive recruitment plan outlines recruitment objectives and a plan of action for each objective. The commanding officer for the Support Service Bureau is responsible for conducting an annual analysis of the recruitment plan.

High emphasis is placed on minority recruitment. Existing city employees who may qualify for a sworn position within the department are identified in order to assist with minority recruiting. A new recruitment program was created where department personnel, including various minority officers, are highlighted on large recruitment posters.

One sergeant is assigned to the Polk State College Institute of Public Safety, which provides basic certification training. The sergeant takes advantage of the position to recruit minority graduates that possess the necessary state certification.

Each newly hired sworn member is required to successfully complete a one-year probationary period. The department fully complies with the Florida Department of Law Enforcement regulations.

Sworn Officer Selection Activity in the Past Two Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population*
Caucasian/Male	454	15	58	70
Caucasian/Female	54	1	4	
African-American/Male	132	3	11.5	14
African-American/Female	25	0	0	
Hispanic/Male	137	4	15	14
Hispanic/Female	27	3	11.5	
Other	26	0	0	2
Total	855	26	100	100

*Race of available workforce is not broken down by gender

During the past two years the agency received 855 applications. Of the 26 applicants hired, 58% were Caucasian males; 12% African-American; and 6% were Hispanic. The numbers indicate progress towards diversifying personnel to reflect the overall workforce population. The ethnic and gender composition is in approximate proportion to the makeup of the available workforce; however, efforts are focused to recruit Hispanic and African American women underrepresented within the agency based on the available workforce demographics. The ability to hire African-American females remains a challenge.

Training

The training function falls under the Support Services Bureau lieutenant. One full time and one part-time officer are assigned to training. All newly hired officers must already be certified through the Florida Department of Law Enforcement. Although the agency does not operate a full-time training academy, all newly hired officers are required to attend a "mini academy" held at the new 6000 square foot training facility. Department policy, use of force, firearms, and driver training are provided to recruits during the mini-academy.

Lesson plans are required for all courses taught at the mini academy. Training records are stored and secured in a file cabinet within the Support Services Bureau. A Training Committee is formed annually to conduct a *training needs assessment*. Pursuit driving and active shooter training were recently identified as required training areas.

All newly hired officers must participate in a three month Field Training Program after completion of the mini-academy. In-service training is conducted in-house. Instruction is

based on Florida Department of Law Enforcement mandates and results from the annual training needs assessment.

Promotions

Promotional processes are coordinated by the City of Lakeland's Civil Service Department. The Support Service Bureau coordinates with the Civil Service Department to develop testing materials and subject matter experts for the promotional process. Promotional candidates are listed numerically based on weighted scoring from the various phases of the process. Both entities agree on scoring prior to the promotional process announcement and the process commencement.

Eligibility for promotion to lieutenant requires the candidate to have at least sixty college credits and a minimum of four years of continuous years of service as a Lakeland Police Department sergeant. Promotion to sergeant requires employment as a full time officer for a minimum of five consecutive years. Candidates with an unsatisfactory performance review or disciplinary action(s) involving suspension or more serious action within two years preceding the application closing date are eliminated from the promotional process.

Sworn Officer Promotions

PROMOTIONS		
	2011	2012
GENDER / RACE TESTED		
Caucasian/Male	30	27
Caucasian/Female	3	2
African-American/Male	3	2
African-American/Female	0	1
Hispanic/Male	2	2
Hispanic/Female	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING		
Caucasian/Male	27	27
Caucasian/Female	3	2
African-American/Male	1	2
African-American/Female	0	1
Hispanic/Male	0	2
Hispanic/Female	0	0
GENDER/ RACE PROMOTED		
Caucasian/Male	6	6
Caucasian/Female	1	0
African-American/Male	0	0
African-American/Female	0	1
Hispanic/Male	0	0
Hispanic/Female	0	0

Promotional processes for lieutenant and sergeant are held in alternating years; promotion to captain and assistant chief are appointments by the chief. Promotion lists

are valid for a 24-month period. A six-month probation period is required for all newly promoted personnel. Promotions are subject to a final performance evaluation. Fourteen personnel were promoted in 2011 and 2012; 12 were Caucasian males, one was a Caucasian female, and one was an African American female.

Employees with unsatisfactory performance ratings during a rating period are notified in writing and provided with a performance improvement plan. Members may contest performance evaluations through an informal process by discussing the rating with the next level of supervision in the chain of command. If the informal process cannot resolve the matter, the grievance process may be utilized. No performance evaluations were contested in 2011 or 2012.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The department provides 24/7 continuous patrol coverage by utilizing a 12-hour shift rotation. Each shift rotation has a permanent day shift, permanent night shift, and a power squad that overlaps day shift and night shift. The power squad is used to supplement the day work and evenings squads by working high-call volume hours. The goal is to assign each patrol officer to a particular patrol area for one year. The assignment is based on seniority, the officer's knowledge of the patrol area, and the officer's knowledge of businesses and proprietors. Each September a "shift bidding" process is held where officers select a preferred work shift for the upcoming year.

A captain is in charge of the patrol function; each patrol squad is commanded by a lieutenant. Sergeants are assigned to each shift as well. The patrol area is split into two areas; north and south. Each patrol shift is assigned a traffic officer who is responsible for handling the majority of traffic collisions; including all fatal traffic collisions. The traffic officer also focuses on impaired driving enforcement and assists patrol personnel with impaired driving arrest.

Patrol shift sergeants conduct daily roll call where BOLO's, concentrated patrol requests, special assignments, general order information, training information, and traffic enforcement information is dissemination to patrol officers. Mobile data computers are in all patrol vehicles and are used to write reports and receive daily and bi-monthly crime information.

Motorcycles, bicycles and marked patrol cars are used to perform law enforcement functions. Canine vehicles are also used for patrol duties and special operations. Canine handlers are assigned to shifts to patrol throughout the City. A comprehensive list of categories is in place for canine deployment. All canine deployments having an impact on a detainee apprehension require a use of force report, regardless of whether a canine affects a bite. Subject to supervisor approval, handlers are authorized to assist allied agencies and must follow Lakeland Police Department policy and procedure. The Canine Unit has won both regional and national competitions; the Department is particularly proud of every member of the Unit.

In-car video systems are installed in patrol vehicles; deployment is required on all traffic stops. However, officers are not limited to using the systems on strictly traffic stops. Use of the video systems are encouraged when, at the officer's discretion, recording of events would "further the police mission". The in-car video system directive clearly outlines video storage and retention requirements. All video recordings are retained for at least thirty days; per Florida State retention regulations. The agency is in the process of transitioning to a digital recording system which will automatically download in-car footage into a centralized database.

Directives are in place outlining missing persons, Silver Alert for missing elderly persons and for mental health incidents.

Crime Statistics and Calls for Service

Year End Crime Stats

	2010	2011	2012
Murder	12	6	10
Forcible Rape	20	36	33
Robbery	140	140	144
Aggravated Assault	245	301	211
Burglary	1104	1333	1296
Larceny-Theft	3754	3612	3735
Motor Vehicle Theft	241	202	185
Arson	6	11	4

2011 Calls for Service - 94,099

2012 Calls for Service - 100,984

Crime clock calculations in Lakeland for 2012 indicate that one homicide occurs every 36 days, a sex offense every four days, a robbery every two days and an aggravated assault every two days. Typical City crime exists; however in comparison to other Cities, Lakeland does not have a major crime issue. The total Uniform Crime Report (UCR) Index crime rose by two percent in 2011 (5,680) and zero percent in 2012 (5,679). Compared to 2005, UCR crime in 2012 was down 5% from a previous high period in 2007. The average crime rate for UCR Part I Crime for years 2008 through 2012 was 5671. Comparing this average to the 2012 UCR Part I Crime total of 5,679 indicates that Part I crime has remained stable in the past five years, a 0% change, in this time span even though the population has increased over the last few years. Calls for service in 2011 calculated to 94,099; 100,984 in 2012. Calls for service have increased as annual special event instances grow in Lakeland.

Vehicle Pursuits

Policy and procedure covers all aspects of pursuits. A pursuit may be initiated only when absolutely necessary for felony related crimes. Pursuits are prohibited for misdemeanors or traffic violations, to include suspected impaired drivers. A pursuit review is required whenever a violator fails to stop for an officer, even when the officer follows policy and does not initiate a pursuit. Supervisors closely monitor and evaluate

all pursuits to determine if the pursuit should be terminated. Department policy generally prohibits rolling roadblocks, boxing in, and heading off/or stationary roadblocks, unless authorization is received from the pursuit supervisor. Ramming a fleeing vehicle is prohibited unless deadly force is justified and permission from the pursuit supervisor is received. Deployment of Tire deflation devices is authorized without supervisory approval by officers trained in the device usage. A Vehicle Interceptor Procedure (VIP) is authorized when a suspected vehicle has come to a stop. The procedure allows officers to position patrol vehicles behind and in front of the stopped suspect vehicle to prevent the vehicle from fleeing. VIP deployment requires completion of a VIP form. A detailed pursuit report is required from all officers involved in the pursuit. The pursuit supervisor must also complete a detailed supplemental report outlining the pursuit and level of supervision.

After pursuit review is completed by every level of supervision, the affected Bureau Commander must convene a Pursuit Review Board to further examine the pursuit. Composition of the board must include an Internal Affairs sergeant or detective, a training officer, a communications supervisor, General Council, and an Emergency Vehicle Operator Course (EVOC) instructor. If the pursuit is deemed to be in violation of department policy, the report is forwarded to the Internal Affairs Unit for further investigation. The Internal Affairs Unit compiles the annual pursuit analysis and submits it to the chief.

Vehicle Pursuits

PURSUIT	2011	2012
Total Pursuits	12	2
Terminated by agency	2	0
Policy Compliant	10	2
Policy Non-compliant	2	0
Accidents	1	0
Injuries: Officer	0	0
: Suspects	1	0
: Third Party	0	0
Reason Initiated:		
Traffic offense	1	0
Felony	11	2
Misdemeanor	0	0

Analyses of the 2011 through 2012 pursuits indicate that the number of pursuits decreased dramatically. The department reported 12 pursuits in 2011 and only two in 2012. The dramatic reduction is attributed to a culture change within the agency, as a stronger emphasis was placed on ensuring that all elements of the pursuit policy are followed prior to initiating a pursuit. The chain of command pursuit review requirement and pursuit committee process also emphasized the focus on pursuit policy to departmental members. Deferred apprehension and officer discretion was also a part of the reduction. The agency's unique policy is reflected in the pursuit table provided by the department. The total number of pursuits includes those for misdemeanors and traffic offenses even though these types of pursuits are prohibited by policy. All but one

of the total pursuits in 2011 and 2012 involved the attempted apprehension of a felony suspect. Of the 14 pursuits in the two year period, only two were policy non-compliant; both occurred in 2011 and discipline ranged from formal counseling to verbal reprimand and retraining. Only one pursuit resulted in an injury to a fleeing suspect.

The investigative function is the responsibility of the Criminal Investigation Section, a component of the Investigative Services Division. The section conducts follow-up investigations into all felony cases. Patrol personnel are responsible for conducting initial follow-up into misdemeanor criminal cases; however felony cases with leads may be assigned to patrol officers by a Criminal Investigations Section supervisor. Investigators are required to re-contact the victim within ten days after receiving the initial report. Section supervisors review cases to determine solvability. Case assignment to section investigators is based on whether the case meets documented solvability factors. Case assignment logs are computerized and mandated to allow all supervisory personnel access to review a case status.

An Intelligence Officer works closely with the Crime Analysis function within the agency. Access to intelligence files are restricted and enumerated in departmental directive; no intelligence investigation can be initiated without prior approval by a section supervisor. An annual review of the collection, processing, and sharing of criminal intelligence is conducted by the section supervisor.

The Special Investigations Section (SIS) is responsible for the investigation and reporting of Vice, Drugs and Organized Crime. Seventeen detectives are assigned to the section; fourteen work narcotics, vice and organized crime cases and three are assigned to technical support operations. The section is commanded by a lieutenant.

Complaints regarding narcotics use and trafficking are received from informants, officers, other law enforcement agencies, and review of original police reports and on scene observations. The Special Investigations Supervisor provides monthly reports to the chief detailing vice, drug, and organized crime activities investigated. SIS files are located in a locked file cabinet within a secure office with restricted key-card access limited to the SIS captain, lieutenant and administrative assistant. A logbook is also utilized to maintain accountability of the files. Specific directives are in place to ensure integrity of informant files and funds.

The department participates in several narcotics task forces. Special Investigative funds are audited monthly by the SIS Captain and quarterly financial statements of funds are completed and forwarded to the Chief of Police. Annual audits are also conducted by the City Auditor. All funds are secured in a safe in the SIS lieutenant's office. Access to the safe combination is limited to the lieutenant.

Juvenile operations are handled by the Juvenile Services Section. Policy emphasizes a preferred option to release juveniles to a parent or guardian in lieu of arrest and detention for most minor incidents. When detention is necessary, juveniles are held at the State Juvenile Assessment Center.

The agency participates in and manages several programs designed to prevent and control juvenile delinquency and youth criminal behavior. One officer is assigned to the Truancy Interdiction Program (TIPS); which includes members from the agency, schools and other resource agencies teaming together to identify and locate truants. Students are returned to school and follow up resources are made available for future truancy prevention. The program is used to combat quality of life crimes.

The Police Athletic League (PAL) serves over 850 children and utilizes over 100 volunteers. PAL partners with community groups and government agencies including the YWCA, the Community Foundation of Greater Lakeland, Parks and Recreation and the School Board, to provide after-school programs and activities for juveniles aged nine to sixteen.

School Resource Officers (SRO's) are assigned to Lakeland High School, the only City high school. Officers' salaries are compensated by the Polk County School Board. In 2012, the SRO's developed a "Cops Care" program where clothing donations were accepted and stored in a school closet. Items were distributed to needy students and their families. The programs have built trust between the students and SRO's; many students are more comfortable talking to SRO's than school staff.

The Crime Prevention and Community Relations function is managed by the Community Services Unit; staffed with one civilian manager and four civilian crime prevention practitioners. The unit is responsible for establishing programs by crime type and geographic area based on local crime analysis by the Crime Analysis Unit. Employees participate in many community based crime prevention programs; particularly the 89 neighborhood watch community organizations.

The agency recognizes that crime prevention is a mutual responsibility between the police department and the citizens they serve. Relaying crime prevention information and crime/incident data is accomplished by routinely meeting with community members during informal setting and during formal settings such as community meetings. All components within the department attend community meetings and share the department's crime prevention philosophy and strategies. Chief Womack has instituted a "Chief's Chat" program where she hosts monthly open forum meetings with community members.

Annual Departmental survey:

Quarterly reviews of the citizen's survey conducted by the Office of Professional Standards exceed standard requirements. A link to the survey is available on the agency's website *Welcome Page*. Results of the survey are forwarded to the Chief of Police. The 2012 quarterly surveys revealed that the majority of citizen responses were positive.

Critical Incidents, Special Operations and Homeland Security

A part-time Special Weapons and Tactics team (SWAT) is staffed with decentralized certified SWAT and hostage negotiator team members. The team is well equipped, highly trained and includes entry teams and snipers. The SWAT team participates in national and regional competitions; team members finished honorably in a recent competition.

A mobile command post is equipped with the necessary communication equipment and a truck is stocked with weapons and equipment required for SWAT operations.

The command post is dated therefore a process is in place to purchase a new mobile command post. The team also uses an old military surplus armored vehicle. Plans are in place in the near future to replace the vehicle with a more modern vehicle. Certified divers use two agency-owned boats for evidence recovery and special operations. Boats and divers are not used for search and rescue operations.

A Disaster Preparedness Coordinator participates in *All Hazard* planning and associated training with the City Emergency Management Agency. The Incident Command Module is used to plan for major events. The Emergency Operations Plan was developed in 2012. At least one disaster readiness training exercise is conducted annually. Recently, members participated in a mock air disaster drill at the City's airport. All public safety agencies, as well as regional medical facilities, participated in the drill. The City's airport and power plant are considered critical City infrastructures.

During the assessment, the Sun and Fun International Air Expo was taking place. Agency employees participated in overall security and traffic control. A detailed incident action plan was in place for the air show. The assessment team visited the event and observed the plan in action during the on-site.

An Intelligence detective routinely liaisons with the Polk County Sheriff's Joint Terrorism Task Force (JTTF) investigator to receive and transmit terrorism related information to department personnel and follow up on actionable information. The detective participates in regional domestic security meetings and maintains contact with representatives from the city's critical infrastructures, such as the power plant and airport.

Internal Affairs and Complaints against employees

The Office of Professional Standards investigates complaints against employees, both internal and external. All complaints whether written or anonymous are taken. Complaint forms are readily available to the public, and through the online website. The Professional Standards lieutenant reports directly to the Chief of Police. Line supervisors usually investigate minor infractions such as rudeness and tardiness. Internal Affairs investigates lengthy and more involved complaints, as well as serious and criminal violations.

Once an investigation is completed, the file is forwarded through the employee's chain of command for review and remarks. Final decision rests with the Chief of Police. All appropriate notifications, to include the Florida Officer Bill of Rights, are made and the file is maintained in a locked filing cabinet in the Internal Affairs area.

Complaints and Internal Affairs Investigations

External	2011	2012
Citizen Complaint	28	10
Sustained	15	6
Not Sustained	17	8
Unfounded	21	8
Exonerated	26	3
Other	4	0
Internal		
Directed complaint	39	47
Sustained	49	59
Not Sustained	12	6
Unfounded	1	0
Exonerated	0	2
Other	6	0

In 2011, 28 external complaints were received; ten in 2012. Although the numbers indicate a significant number of complaints, a single complainant may include several different allegations. Each allegation has a separate finding, thus explaining the higher numbers in the chart. The same holds true with internal complaints.

There was a significant decrease in external complaints from 2011 to 2012, and a significant increase in internal complaints from 2011 to 2012. The increase is attributed to the chief's creation of a new sense of accountability among supervisors and officers. Supervisors also received training to improve the understanding of using training, education, and the discipline process for employee behavior modification. General Orders and directives were modified as part of the improvement process.

Daily informal line inspections, as well as quarterly formal, written inspections of work areas and personal appearance include all organizational components. The frequency of formal inspections was changed from monthly to quarterly in 2011. Follow-up for corrected deficiencies occur as specified by directive. Staff inspections are not currently conducted; however future plans include implementation.

The Public Information Officer is responsible for fulfilling requests from the media and placing information in the public realm when deemed necessary. The public information function is being restructured to include marketing the agency in the community as well as providing crime information to the public through the media.

Two full-time employees, one part-time employee and 18 volunteers staff the Victim Assistance function, which averages over 100 victim contacts monthly. Each volunteer works a twelve-hour shift for call-out and has a minimum of 40 hours training in victim

advocacy. Each is fully trained to respond to any type of situation where victim assistance is needed.

One staff person and seven volunteers are available from 6pm to 6am to assist with domestic violence related calls for service. All of the domestic violence volunteers also have full-time jobs. Volunteers assist victims' transportation to a safe place or shelter. Volunteers partner with the Lakeland area schools to notify counselors when children are involved with domestic violence incidents. The school makes arrangements for the affected student to receive necessary services.

The Traffic Unit is a section within the Special Operations Division. The Unit, stationed at the Lakeland Airport, is comprised of motor officers, crash investigators and DWI enforcement officers. Although the airport used to be an open commercial facility, it was commercially closed due to airlines pulling out; however the City was able to access some space to house special units. One sergeant is assigned to the motor officers; one to the crash investigators and one to the DWI enforcement officers. Traffic officers are highly trained in crash investigation, speed enforcement, and crash reconstruction. Six motorcycle patrol officers primarily conduct speed enforcement and prepare crash reports. DWI officers focus on impaired driving, but also participate in crash reporting and speed enforcement. Crash investigators cover all crashes in the city. Patrol officers conduct crash investigations when crash investigators are unavailable.

High-tech equipment and vehicles are available to facilitate high-level response to traffic related incidents. Much of the equipment was procured by winning contests sponsored by the Florida Department of Transportation. The contests included campaigns directed toward the reduction of impaired driving, speeding or seat belt use. Lakeland Police won several years in all categories, receiving prizes of \$15,000 to \$20,000 for equipment purchase from a catalog. The agency recently procured a Dodge Charger for traffic enforcement. The traffic homicide investigation trailer contains the latest equipment, including a Total Station laser scene mapping system.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

All detainees are searched at the beginning of each transport and after removal from the vehicle. Same-sex searches are preferred, if possible. Individuals are transported in marked police vehicles with appropriate barriers separating the officer from the detainee. Directives are in place to address detainee transport in a vehicle without a barrier; however that occurrence is rare. Calls for marked units for detainee transport are documented in agency records. Although transport from one facility to another is not a function of the police department, all necessary directives are in place should the need arise.

Detainees are transported to either the temporary detention area at headquarters, the Juvenile Assessment Center, or to the Polk County Detention Facility, operated by the Polk County Sheriff's Department.

A temporary holding area within the agency is separated into two areas; one area contains two juvenile holding cells; the other area has four adult holding cells. Male and female detainees are separated by sight and sound. Cameras allow for constant supervision of detainees. Officers are required to secure firearms in the weapon lockers mounted at the entrance to the temporary holding areas. Officers remain in the holding area for short durations while preparing paperwork prior to detainee transportation to the Polk County Sheriff's Office for processing and detention. Work is in progress to complete a workstation within the holding area, creating constant face-to-face contact with detainees. Detainees may remain in the holding area awaiting an investigator interview. All required training takes place for use and monitoring of the temporary holding area.

The agency does not perform jail or court security functions.

Warrants are the responsibility of the Polk County Sheriff's Office. Lakeland Police Officers secure and serve search warrants and arrest warrants. On rare occasions when assistance is necessary, the agency will serve a domestic violence injunction.

The Central Records function is housed in a secure area in the front lobby of headquarters. The doors are locked and bulletproof glass separates employees from persons seeking assistance from the lobby. Nine full-time and one part-time employee staff the Records Unit. Authorized personnel are issued an electronic key card that must be swiped to gain entry after hours. Personnel must also sign the log inside Records and indicate the reason for entry. During normal business hours, officers have a separate door leading to a counter inside to conduct business with records staff. Electronic record information is password protected based on need for access. All annual password audits were conducted according to policy. The system also has an automated access security system.

The agency is transitioning from paper to electronic reporting. Currently both are used. A significant amount of paper records is still maintained in the Central Records Unit. Records staff review all reports submitted by personnel for correctness. Staff also collects and transmits citations, summonses and crash reports to the State's Attorney office. All DWI citation books, traffic citation books, and electronic citation numbers are maintained and issued by Records personnel.

Juvenile records are stamped as "Juvenile" and maintained in a locked room within the Records Unit. Incoming reports are still filed in folders by case number order, as the agency transitions to a complete electronic reporting system. The new records maintenance system is scheduled to be up and running by the summer of 2013.

A civilian manager oversees the Communications function. Staff includes four supervisors, thirty-six full-time and two part-time Emergency Communication Specialists, one training coordinator, and an administrative assistant. In addition, three firefighters work part-time at the fire console. Shifts are staggered according to

workload analyses to provide enough personnel on duty at the peak of calls for service. The average length of tenure of communications staff is nine years.

Two primary dispatch channels are used. The City is geography divided in half for police radio channel protocol. The Center is a Public Safety Answering Point (PSAP) for the City, and is a highly technical and state of the art facility. The Center is switching to a digital radio system in May of 2013, making communications more effective in the region. The Center is protected by windows rated to withstand 150 mile per hour winds, since hurricanes and tornados are common in the area.

The agency maintains its own crime lab; staffed by five crime scene technicians, two part-time latent print examiners, and a supervisor. The lab is a large, well-stocked facility, with a vast amount of expensive and state-of-the-art equipment. The lab includes multiple fuming process rooms; several light sources; cameras; drying rooms; a vehicle processing, double bay garage; and a work area. The agency owns and maintains an Automated Fingerprint Identification System (AFIS) system.

Crime scene technicians and the supervisor are on a rotating twenty-four hour call-out schedule. Officers collect fingerprint and other evidence at basic crime scenes. Crime Scene Technicians respond to serious crime scenes where DNA collection is required. Crime scene technicians are highly trained and have advanced certifications in latent print examination.

Property and Evidence

The Property and Evidence function is managed by a long-term employee and is commanded by a lieutenant. Three technicians are assigned to the Property and Evidence function. A locked and alarmed door secures the evidence storage area. The area is also monitored by video. Persons entering the facility must sign a log sheet located directly inside the door. Two additional locked and alarmed rooms are located inside the general storage area; one is for drugs storage and the other is for high-risk items. Weapons, money and jewelry are all separately stored within the evidence facility.

Temporary two-way storage lockers are available for officers to secure and submit evidence and property during times when the evidence function is closed. Property and Evidence Technicians are the only personnel with keys to the lockers. All evidence and property must be packaged and submitted with all required paperwork completed by the end of the officer's tour of duty. An evidence packaging work area is stocked with all required paperwork and materials necessary to properly label and secure all property and evidence.

Owners are notified when property is located or released by the courts after evidence requirements are satisfied. By regularly returning property to owners, technicians are able to significantly reduce the amount of items requiring secure storage.

All required inspections and audits were conducted. A 100% audit of all property and evidence held by the agency was conducted when a promotion occurred from technician to supervisor. The area is very clean and organized. A mini audit was conducted on several random pieces of property and evidence. All items were accounted for in agency records and within the secure storage facility.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

One standard was found in applied discretion.

1.3.2 A written directive states that an officer may use deadly force only when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in imminent danger of serious physical injury. Definitions of conditional terms, such as those for reasonable belief, serious physical injury, or similarly used terms that are used to qualify the directive, shall be included.

ISSUE: A section of the agency's written directive for use of lethal force allowed the use of lethal force on a fleeing felon without an imminent threat of serious physical injury.

AGENCY ACTION: Agency policy was amended to allow lethal force to prevent imminent death or great bodily harm to him/herself or another or to prevent the imminent commission of a forcible felony (defined in state statute).

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 93% of applicable other-than mandatory (O) standards.

K. Future Performance / Review Issues

This section does not apply.

L. Table: Standards Summary:

Standards Summary	TOTAL
Mandatory (M) Compliance	316
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	68
(O) Noncompliance	0
(O) Elect 20%	5
Not Applicable	91
TOTAL	480

M. Summary:

The Lakeland Police Department is a full service police department with 343 full time employees; of which 226 are sworn. Chief Lisa Womack, a relatively new chief with the agency, is well respected by members of the department. The agency is housed in a nice facility. Lakeland is located between Orlando and Tampa and has become the location for many special outdoor events. Seventy percent of the phosphate produced in the United States is extracted and processed within 25 miles of the City. Citrus growth and production have made this area the "World's Citrus Center." Lakeland's population is close to 100,000 and growing. The City's commitment to development, redevelopment and historical preservation makes it a model city. City government and management are very supportive of the police department. Community support is prevalent. The department is well organized and equipped to deal with community and crime issues.

Similar to most government agencies, the Lakeland Police Department has struggled with a flat budget over the last few years. Although the agency is well funded, personnel complement numbers have remained stagnant while the City has continued to grow. Lakeland has developed into the City of choice for many special events; however the status has placed a strain on personnel required to police the events.

The agency is well organized. Three Assistant Chiefs report to the Chief and oversee Support, Investigative and Neighborhood Services. The General Counsel and the Professional Standards Lieutenant also report to the Chief. Strong leadership is the backbone within the agency and within the community. The training function operates out of a new, state-of-the-art facility. The communications function is handled in-house and is well designed to support emergency communications for the City.

The department chose to have an electronic on-site using PowerDMS. Files were well organized and made the on-site very easy. The majority of files were reviewed off-site; all were followed by interviews during the on-site. Compliance with the standards and knowledge of the agency was determined through extensive ride-alongs and community outreach interviews. There was one applied discretion and no file maintenance issues. The Use of Force policy was modified to clarify the imminent verbiage. The electronic PowerDMS format and documentation was excellent. The Accreditation Manager and

Accreditation team were very experienced and accommodating, which allowed for an excellent on-site. The working relationship between the department and assessors was outstanding. Agency personnel were knowledgeable with the accreditation process and standards, and were very helpful to the team in determining full compliance with CALEA standards. A mock assessment was conducted prior to the on-site. Agency personnel displayed pride with the agency's decision to reenter the accreditation process. A sense of excitement was revealed by agency members regarding the accreditation process.

Quarterly reviews of the citizen's survey conducted by the Office of Professional Standards exceed the standard requirements for every three years. A link to the survey is available on the agency's website *Welcome* page. Results of the survey are forwarded to the Chief of Police. The 2012 quarterly surveys revealed that the majority of citizen responses were positive.

The Public Information Session took place on Tuesday evening April 9th at the Lakeland City Hall in the Commission Chambers. Thirty-three people from the community attended along with 22 persons from City government including the City Manager, Mayor, three City Commissioners, the Chief of Police and several police department staff. Six attendees spoke during the session; one speaker complained about an incident that he felt was not properly investigated after excessive force was allegedly used during his arrest. All others comments were positive regarding the agency. Many of the speakers applauded Chief Womack and her leadership. One speaker commented that she had noticed a difference in the department since Chief Womack had taken over. All Citizens Police Academy Alumni in attendance applauded the agency for their efforts with the Alumni and in the community.

Three phone calls were received during the call-in session. One caller was reluctant to see the agency accredited; arguing that favoritism and incompetence occur. The other two callers praised the agency for doing a good job and praised the leadership abilities of Chief Womack. One letter received did not support the department achieving accreditation. More than ten people from outside of the agency were interviewed; all had positive comments regarding the department and its leadership. One interview took place with a newspaper reporter who published an article during the on-site. An additional news TV reporter was interviewed.

No issues arose regarding bias-based policing or pursuits. Internal Affairs complaint numbers were all standard for an agency this size. Holding facilities and evidence storage are located in headquarters; all applicable standards for both were met. Evidence inspected was properly stored and logged in a computerized system. The Communications Center was well-designed and functional and is working towards Communication Accreditation.

Chief Lisa Womack is well respected within the agency and the community. She is recognized as a true leader in the law enforcement field. It was evident throughout the assessment that she and her staff constantly strive for excellence. Lakeland citizens

and governmental officials are very excited about the future of the City and Police Department. The Lakeland Police Department is well prepared to professionally manage the issues of today and the future.

James D. Fox
Team Leader

Approved 6/3/13